MASS. HRD 1.3: 993/94

UMASS/AMHERST
312066 0362 8919 5

WORKING TOGETHER

Building a Quality Workforce

TRAINING PROGRAMS FOR STATE AND LOCAL GOVERNMENT

OCTOBER 1993 - JUNE 1994

133/63

COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PERSONNEL ADMINISTRATION
HUMAN RESOURCE DEVELOPMENT GROUP

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT
STATE HOUSE • BOSTON 02133
(617) 727-3600

WILLIAM F. WELD
GOVERNOR

ARGEO PAUL CELLUCCI
LIEUTENANT GOVERNOR

Dear Colleague:

Over the past two years, we have achieved very positive results in the delivery of government services. Our efforts to elevate the quality of services, and the efficiency of government operations are the direct result of your dedication and professionalism.

We have successfully completed year one of our Quality Improvement Initiative through a wide range of pilot projects and training, involving all levels of government. We also engaged many senior managers of the Commonwealth in a challenging program at MIT which focused on large, complex systems change, and creating learning organizations.

The programs offered in this catalogue provide many opportunities for all of us, managers and employees alike, to work together to fine tune our skills in providing responsive and effective government to the citizens of Massachusetts. I urge you to seize this opportunity.

Sincerely,

Bill Weld

William F. Weld

GOVERNMENT DOCUMENTS
COLLECTION
NOV - 8 1993
University of Massachusetts
Depository Copy

GOAL: To develop your annual training plan, using this catalogue as a resource for the centralized training component.

STANDARD: 1% of your department operating budget will achieve the established goal of providing, from all training resources, a minimum of three days of training per year for every employee. Centralized training should be your primary resource for generic programs.

REGISTRATION: September 1, 1993 for all Fall Programs

The HRD Group will provide technical assistance to state and local government departments on developing their annual training plan and completing their registration.

Please call us at 727-3777.

Agencies are encouraged to submit registration requests for the entire year in keeping with their annual HRD plans. Program slots can be requested on a continuing basis and will be accepted if space is available.

Deadline for Spring Courses: December 16, 1993.

Publication No. 17362-60-16000-6-93
Approved by: State Purchasing Agent

WILLIAM F. WELD
Governor

ROBERT C. DUMONT
Personnel Administrator

The Commonwealth of Massachusetts
Department of Personnel Administration
One Ashburton Place, Boston, MA 02108

Dear Fellow Employee:

Throughout the past year, I have had the opportunity to meet with many of you during training programs in which you participated. From that exposure I have come to realize how highly you value the opportunity to increase your knowledge and to learn new and better ways of performing your jobs. I hope you will find that our program offerings for FY'94 will continue to provide you with the array of training courses to help achieve your goal.

Over the past several years we have witnessed sweeping changes in the work place, changes that require us to learn new skills and new ways of working. To meet this challenge I encourage you and your agency to renew your commitment to education and training. It is a key vehicle through which we will revitalize government and provide quality service to the citizens of the Commonwealth. Please avail yourself of this opportunity to improve your own skills and the skills of those who work for you.

I look forward to working with you as we provide the career development opportunities that enable us to build a workforce well prepared to meet the challenges ahead.

Sincerely,

Robert C. Dumont,
Personnel Administrator

Mission: Human Resource Development for all Government Employees

The primary purpose of the Human Resource Development Group (HRD) is to provide programs and centralized direction regarding training and development for all government employees. Our mission is to oversee and contribute, in a cost-effective way, to the development and productive use of the Commonwealth's human resources by providing technical assistance and training programs for management, supervisory, professional, and clerical/support staff. HRD provides a means for government employees to come together, learn new skills and build networks. HRD staff should be considered your first resource for training and development needs. Please call staff at 727-3777 with any questions or concerns.

Executive Office for Administration and Finance
Mark E. Robinson, Secretary

Department of Personnel Administration
Robert C. Dumont, Personnel Administrator
James J. Hartnett, Jr., Deputy Commissioner
Mary L. O'Neil, Director
Ronice V. Morgan, Assistant Director
Marsha I. Wilson, Professional Staff
Mona Smolenski, Support Staff

This catalogue contains the most up-to-date information available. If any additions, deletions, or changes are required, they will be sent to your Department Training Officer (DTO), your first point of reference for your training needs. For the name and telephone number of your Training Officer, refer to the DTO Directory in this catalogue.

TABLE OF CONTENTS

General Information 6

Course Locations 7

Registration Quick Reference Guide 8

Guidelines and Procedures for Participation 9

Department Training Officers Directory 11

Special Services and Programs 15
- Master Service Agreement for Training 16
- Office of the Comptroller, Training Unit 16
- Office of Management Information Center 16
- State Agency Human Resource Development Certificate Program 17
- State Agency Personnel Management Certificate Program 17
- Performance Recognition Program 18
- Bradford Fellowship Program 18
- Performance Management System/Employee Performance Review System Program 18
- Tuition Remission Program 18

Regional Programs and Schedules 19
- Agawam/Springfield 21
- Barnstable 22

Management Development Programs 25
- Tier I, HRD Program: Making the Transition to Management 26
- Tier II, UMass Program: Core Management Development 26
- Tier III, UMass Program: Managing Operations in Public Agencies 27
- Tier III, Brandeis Program: Managing People in Public Agencies 27
- Tier III, Brandeis Alumni Program 27
- Tier IV, Kennedy School of Government Program for Senior Executives 28
- Tier V, MIT Sloan School of Management Program: Leadership for the Future 28
- Orientation to Massachusetts State Government 29
- Management of Change 29
- Executive Writing 29
- Critical Thinking: Planning for Results 30
- Successful Negotiation 30
- Speed Reading Skills for Managers 30
- Senior Human Resource Management 31
- Creating a Customer Service Organization 31
- The Manager as Coach 31

Total Quality Management Programs 33
Overview of Total Quality Management 35
TQM: Team Dynamics 35
TQM Problem Solving 35
Advanced TQM Implementation 36

Staff Development Programs 37
Techniques of Supervision 39
Professional Development for Support Staff 39
Basic Writing Skills 39
Business Writing: Letters and Memos 40
Clear Writing 40
Stress Management 40
Dealing Effectively with the Public 41
Assertiveness Training for People in the Workplace 41
Communicating for Better Performance 42
English as a Second Language 42
Managing Cultural Diversity 43
Public Speaking 43
Motivation 43

State Agency Sponsored Training 45
Performance Management System (PMS): Orientation for New Managers 47
Employee Performance Review System (EPRS): An Orientation 47
Progressive Discipline 48
Affirmative Action/Cultural Diversity 48
Making Programs and Services Accessible to the Deaf, Late Deafened and Hard of Hearing 48

Computer Programs 49
Introduction to PC & DOS 51
Introduction to the MS-DOS Operating System 51
Advanced MS-DOS Operating System 51
Introduction to Windows 52
Introduction to Lotus 1-2-3 52
Introduction to Excel 52
Advanced Lotus 1-2-3 53
Advanced Excel 53
Lotus Macros 53
Introduction to Lotus for Windows 54
Introduction to dBase 54
Introduction to R:Base 54
Introduction to Foxpro 54
Advanced dBase 55
Advanced R:Base 55
Programming with dBase 55
Introduction to WordPerfect 56
Advanced WordPerfect 56
Introduction to Microsoft Word for Windows 57
Introduction to WordPerfect for Windows 57
Introduction to PageMaker for Windows 57
Advanced Pagemaker for Windows 57

Participant Registration Form 59

General Information

HUMAN RESOURCE DEVELOPMENT GROUP

The Human Resource Development Group is pleased to present its annual course catalogue of programs and services. We work together with you to reach the common goal of achieving total quality management in government and of developing the human resource potential — motivation, creativity, initiative, productivity and career satisfaction of all employees.

WHO WE ARE

The HRD Group is the Commonwealth's centralized training unit for government employees. The staff brings extensive professional experience to human resource development. HRD provides generalized skills training and internal consulting to complement and enhance the resources of individual departments.

WHAT WE DO

The HRD Group offers training and development programs and services for all levels of state and local government. We also provide opportunities for networking, resource sharing and technical assistance. HRD offers:

- A core of quality training programs;
- Internal consulting on departmental training and organizational development;
- Certificate Programs in Human Resource Development and Personnel Management;
- A Directory of Certified Trainers.

SELECTING TRAINERS

We select the best available trainers and consultants from both the private and public sector to deliver our programs and services. A trainer's knowledge, skills and abilities as well as potential topic areas are carefully explored to ensure that programs are closely geared to the public sector environment. HRD staff also keep in mind state-wide goals, missions and affirmative action outreach.

INTERNAL DEPARTMENT CONSULTING

To assist departments with their Human Resource Development goals, the HRD Group offers internal consulting on training and organizational development. With the professional experience of our staff, in conjunction with other state agency HRD experts, we can assist you with conducting needs assessments, developing an HRD plan for management and staff development and evaluation of existing programs. Call Mary O'Neil, 727-3777.

General Information

OUR COURSE LOCATIONS

Our courses are held in Boston, Agawam/Springfield, and Barnstable. The key codes used to denote the site locations are:
Boston = *BOS*; Agawam = *AGA*; and Barnstable = *BAR*.

Unless otherwise noted by *TBA*, the address for each site is as follows:

Boston
Department of Personnel Administration, HRD Group Training Center, Rooms 313-316, One Ashburton Place, Boston, MA 02108. Call (617) 727-3777 for further information.

Take the MBTA to Park Street. Walk up Park Street towards the State House. Turn left onto Bowdoin Street. Ashburton Place is one block down on the right.

Agawam
Criminal Justice Training Center, 702 South Westfield St., Agawam, MA 01030. Call (413) 784-1694 for further directions.

From the Massachusetts Turnpike (east or west): Take Exit 4 (Rte. 91 South). Then take Exit 3 (Agawam/Southwick or Rte. 5 & 57). Cross the bridge and follow the signs for Route 57 for 7 miles to the intersection of Routes 57 and 187 (S. Westfield St.). Make a left onto South Westfield St. and proceed approximately 1/2 mile to the second left which is still South Westfield Street. The Criminal Justice Training Center is on the right.

Barnstable
Barnstable County Police Academy, off of Mary Dunn Road, Barnstable, MA 02630. Call (508) 771-4080 for further directions.

From points west of Barnstable: Take the Mid-Cape Highway (Route 6) to Exit 6, then merge right onto Rte. 132. At the 4th set of lights, make a left onto Independence Parkway. Remain on this road until it ends (approximately 1 1/2 miles). Make a right onto Mary Dunn Road. The Academy is 500 yards on the right.

REGISTRATION QUICK REFERENCE GUIDE

AGENCIES PAYING THROUGH MMARS*

Complete Matrix Registration Form. Sign and enter the Grand Total of the course fees and the IE number.

Complete an IE encumbrance/chargeback form provided by this department.

Complete and enter IE form on MMARS. Send the IE/chargeback form with **original signatures** to the Comptroller's Procurement Unit for PEND5 approval.

Send screen copy of IE along with the Matrix Registration Form to the HRD Group.

AGENCIES NOT PAYING THROUGH MMARS*

Complete Matrix Registration Form. Sign and enter the Grand Total of the course fees.

Complete the section of the form reserved for the IE number as follows:
(your 3-letter agency code) — S E N D - I N V O I C E.
Return Matrix Registration Form to the HRD Group.

EMPLOYEES SELF-PAYING

Complete a **separate** Matrix Registration Form for employees paying for programs themselves.

Complete the section of the form reserved for the IE number as follows:
(your 3-letter agency code) — _____.C H E C K_____.

Instruct employees to make the check payable to the Commonwealth of Massachusetts and to also include their Social Security Number.

Check(s) and the Matrix Registration Form should be returned to the HRD Group.

SPECIAL ACCOMMODATION REQUESTS

Requests for employees with special accommodation needs should be attached to the Matrix Registration Form.

CANCELLATION POLICY

Slots requested cannot be cancelled or substituted for other courses.

To avoid being charged for "no shows", instruct employees to notify you so that you can arrange for substitutes. Under circumstances of extreme weather conditions, programs held in Boston, Agawam, and Barnstable will be cancelled when public high schools in the respective community cancel school.

See Page 10 for More Detail.

*The Massachusetts Management Accounting and Reporting System.

Guidelines and Procedures for Participation

EMPLOYEES:

1. Use the "Participant Registration Form" on p. 59 of this catalogue. Duplicate this form as needed. Use one form for each program you would like to enroll in.
2. Have your supervisor sign the form and send it to your Department Training Officer (DTO). A list of DTO's begins on p. 11 of this catalogue. **DO NOT SEND TO THE HRD GROUP.**
3. If your registration form is approved, your Department Training Officer will sign the form and return it to you. **You must bring this form with you for admission to the class.**
4. Your department will be charged for fee courses whether or not you attend. Therefore, you must notify your DTO immediately if you cannot attend so that a substitute may be sent.
5. Participants may pay for programs themselves but must have their supervisor's permission for attendance. Checks should be made payable to the **COMMONWEALTH OF MASSACHUSETTS** and sent with your registration form to your DTO who will forward it to HRD. **Please write your social security number on your check.**

DEPARTMENT TRAINING OFFICERS:

1. Based on Participant Registration Forms received from your employees and your department's annual training plan, reserve slots for each program using the Matrix Registration Form which has been sent to you under separate cover. **The Matrix Form is not in the catalogue.**
2. Follow the directions outlined on the previous page that describes your agency's method of payment. The registration deadline for Fall Programs is September 1, 1993. Although we encourage you to submit your requests for the entire year, program slots can be requested on a continuing basis and will be accepted if space is available. The registration deadline for Spring Courses is December 16, 1993.
3. Slots cannot be cancelled or substituted for other fee courses. To avoid being charged for "no shows," instruct employees to notify you immediately if they cannot attend so that you can arrange for appropriate substitutes to be sent to the course.
4. Upon receipt of your agency's Confirmation Report from DPA, carefully review the requests listed for consistency with your records. For those requests that are confirmed, complete the DTO INFORMATION portion of the Participant Registration Form and return the form to the participant with instructions to present the form for admission to class. If applicable, advise others on the "Wait List" of their status. If a slot becomes available or an additional class is added, HRD will notify you immediately.

Guidelines and Procedures for Participation

SPECIAL NEEDS

HRD will make every effort, with the support of your department, to accommodate special needs, whether they be physical, visual or auditory. Please inform your Department Training Officer of your needs. It is critical that requests for accommodation be attached to the agency's Matrix Registration Forms to enable HRD to secure the necessary resources.

CANCELLATION POLICY

Slots requested cannot be cancelled or substituted for other courses. To avoid being charged for "NO SHOWS", employees should notify their Department Training Officer so that substitutes can be arranged. Under circumstances of extreme bad weather, courses held in Boston will be cancelled when Boston public high schools are closed. Likewise, programs held in Agawam and Barnstable will be cancelled when the public high schools in the respective community cancel school because of severe weather conditions. Listen to the local radio broadcasts for information on school closings.

Department Training Officer Directory

Department Training Officers (DTO's) are appointed to keep the HRD Group informed about department training needs, to publicize HRD programs within their department, and to administer the program planning and enrollment procedures. Please contact your DTO (listed below) to access the programs and services described in this catalogue.

MMARS DEPT. CODE	STATE GOVERNMENT DIRECTORY		
ADMINISTRATION AND FINANCE			
ADD	Admin. Agency Developmentolly Disobled	Elizobeth Fancher	727-4178 x105
ANF	Executive Office Administrotion/Finonce	Helen Chin Schlichte	727-0256
ATB	Appellote Tox Boord	Corl Benoti	727-3100
BSB	Bureou of Stote Office Buildings	Cheryl Goudreoult	727-2607
BSI	Bureou Speciol Investigotions	Williom Souris	727-6950
CAD	Moss. Commission Agoinst Discriminotion	John Aheorn	727-3990
CSC	Civil Service Commission	Elizobeth Woxmon	727-2293
DCP	Division Copitol Plonning/Operotions	Lono Moyberry	727-4006 x342
DHO	Division Heoring Officers	Robert Tierney	727-7060
DOR	Deportment of Revenue	Eloine Mispilkin	727-4595
DPA	Deportment of Personnel Administrotion	Lindo Lynn-Weover	727-3555
FAD	Budget Bureou	Louren Johnson	727-2081 x410
GIC	Group Insuronce Commission	Williom Hilliker	727-2310 x3018
LIB	Mossochusetts Stote Librory	Brendo Howiston	727-2595
MIS	Monogement Informotion Systems	Moureen O'Brien	973-0742
OAA	Office of Affirmotive Action	Rochel V. Kemp	727-7441
OER	Office of Employee Relotions	Lionne Shields	727-5403
OHA	Office on Disobility	Michoel Dumont	727-7440
OSC	Office of the Controller	Corol Gross	727-5000
PGS	Dept. of Procurement ond Generol Services	Jockie Horris	727-5533
PER	Public Employee Retirement Boord	Jomes Woldmon	727-9380
TRB	Teochers' Retirement Boord	Robert DeLeno	727-5440
CONSUMER AFFAIRS			
ABC	Alcoholic Beveroge Control Comm.	Jonet DeCorlo	727-3040
CTV	Coble TV Commission	John Urbon	727-6925
DOB	Division of Bonks	Dorothy Adoms	727-8599
DOI	Division of Insuronce	Williom Hubbord	727-1637 x430
DOS	Division of Stondords	Chorles Corroll	727-3480
DPU	Deportment of Public Utilities	Donno B. Hordy	727-3501
MED	Boord of Registrotion in Medicine	Grohom Holmes	727-7755
REG	Division of Registrotion	Croig Chomberloin	727-3074
SCA	Executive Office of Consumer Affoirs	Lindo Witonski	727-1637
SRC	Stote Rocing Commission	George Collins	727-2581
COMMUNITIES AND DEVELOPMENT			
CEA	Community Economic Assistonce Corp.	Corl Sussmon	727-0506
IFA	Moss. Industriol Finonce Agency	Judy Wells	451-2477
OCD	Executive Office Comm/Development	Richord Ofrio	727-7147
CONSTITUTIONAL OFFICES			
AGO	Attorney Generol's Office	Doris S. Donovon	727-2200 x2030
GCN	Governor's Council	George Cronin, Jr.	727-2795 x567
GOV	Governor's Office of Educotionol Affoirs	Thereso Dolon	727-5415
SAO	Office of the Stote Auditor	Connie Groy	727-6200 x57
SEC	Office of the Secretory of Stote	Kevin Horvey	727-4918
TRE	Treosurer ond Receiver Generol	Bob Horon	367-3900 x244

ENVIRONMENTAL AFFAIRS			
AGR	Department Food ond Agriculture	Morybeth Guilfoyle	727-3000 x101
DEM	Department Environmental Management	Johanno Zabriskie	727-3164
ENV	Executive Office Environmental Affairs	Marilyn Hilliard	727-9800 x215
EQE	Dept. of Environmentol Protection	Linda Chiaramonte	292-5508
FWE	Division of Fisheries and Wildlife	Peter Burke	727-1614
MDC	Metropolitan District Commission	Penny O'Reilly	727-9650
WRA	Water Resources Authority	Marcy Lidman	242-6000 x4032
ECONOMIC AFFAIRS			
DES	Department of Employment ond Training	Joan Folcik	727-0967
ENE	Exec. Office of Energy Resources	Donna Roux	727-4732
OIT	Office Internotional Trade/Investment	Susan Steverman	367-1830
SEA	Executive Office Economic Affairs	Benay Carlino	727-8380
EDUCATION			
EOE	Executive Office of Educotion	Antonia Jimenez	727-7785 x227
DEPARTMENT OF EDUCATION			
DOE	Department of Educotion	Ellen McCormack	388-3300
ELDER AFFAIRS			
ELD	Executive Office Elder Affairs	Sheilo Donahue-King	727-7751
MASSACHUSETTS GENERAL COURT			
HOU	House Committee on Personnel ond Admin.	Normon Lombardi	722-2582
LEG	Legislative Services Bureau	Kevin Shea	722-2520
SEN	Senate	Robert Cowley	722-1212
HIGHER EDUCATION			
BCC	Berkshire Community College	Sheila Sykes	(413) 499-4660
BHC	Bunker Hill Community College	Mary Provo	241-8600
BRC	Bristol Community College	John Wiberg	(617) 727-7117
BSC	Bridgewoter State College	Nancy Ferguson	697-1324
CCC	Cape Cod Community College	Gus Mills	362-2131
FRC	Framingham State College	Joseph Lopes	727-8513
FSC	Fitchburg State College	Mory Scott	727-4555
GCC	Greenfield Community College	Jeffrey Wallace	(413) 774-3131
HCC	Holyoke Community College	Jone Holl	(413) 538-7000
LOW	UMASS - Lowell	Jonet King	(508) 934-3560
MAS	Massasoit Community College	Joseph Rucker	(508) 588-9100
MBC	Moss. Boy Community College	Lorraine Johnson	237-1100
MCA	Mass. College of Art	Jeanne Regan	727-0272
MCC	Middlesex Community College	Gary McPhee	275-8910 x4031
MMA	Mass. Moritime Acodemy	Roy Fulgueros	(617) 759-5761
MWC	Mt. Wachusett Community College	Sheila Sykes	(508) 632-6600 x112
NAC	North Adams Stote College	Marilyn Trukouski	(413) 664-4511
NEC	Northern Essex Community College	Judith Kamber	(508) 374-3955
NSC	North Shore Community College	Jane Coviello	(508) 762-4000 x4305
QCC	Quinsigamond Community College	Stan Rome	853-2300
RCC	Roxbury Community College	Ms. Marty Elmore	541-5330
RGT	Higher Educotion Coordinating Council	Antonia Jimenez	727-7785 x227
SMU	UMass Dartmouth	Rita Morotti	(508) 999-8060 x8061
SSA	Salem State College	Judith Solisbury	(617) 741-6123
STC	Springfield Technicol Community College	Myra Smith	(413) 781-7822
UMA	Staff Troining/UMass Amherst	Donna Mellen	(413) 545-2031
UMI	UMASS Boston/IGS	Gerry McGlynn	(617) 287-7408
UMM	UMASS Medical Center	Perry Constas	(508) 856-3251
WOR	Worcester State College	Irene Leonard	(508) 793-8028
WSC	Westfield State College	Timothy Murphy	(508) 568-3311
HUMAN SERVICES			
CHE	Soldiers' Home - Chelsea	Daniel Rodrigues	884-5660
DAC	Disabled Persons Protection Commission	Kim Egan	727-6465
DDS	Mass. Rehab. Disability Determination	Robert Sullivan	654-7505
DMH	Department of Mental Health	Ray Flannery	727-5500
DMR	Deportment of Mental Retardatian	Deborah E. Reidy	727-5608 x232
DMS	Department af Medical Security	Scherry Lavoie	727-8300
DPH	Department af Public Health	Jaan Sullivan	727-2638

DSS	Department af Sacial Services	Richard Faust	727-0900 x387
DYS	Department af Yauth Services	F. Rabert Brawn	(508) 366-5291
EHS	Executive Office Human Services	Cannie Aliberti	727-7600 x403
HLY	Saldiers' Hame - Halyake	James Black, Jr.	(413) 532-9475
MCB	Mass. Cammissian far the Blind	Patricia Harris	727-5550 x4403
MCD	Mass. Cammissian far the Deaf	Marjary Reid	727-5106
MRC	Mass. Rehabilitatian Cammissian	Philip LeBlanc	727-6936
OFC	Office far Children	Margaret Cittadina	727-8900 x130
ORI	Office af Refugee & Immigrants	Claire McDanaugh	727-7888
RSC	Rate Setting Cammissian	Lisa Pace-Tucker	451-5330 x445
VET	Veterans' Services	Rabert Stevens	727-3585
WEL	Department af Public Welfare	Judith Ananian	348-5555
INDEPENDENT COMMISSIONS			
BLC	Baard af Library Cammissianers	Irene Levitt	267-9400
ETH	Ethics Cammissian	Ann Marie Quinlivan	727-0060
IGO	Office af Inspectar General	Mary Barry	727-9140
LOT	State Lattery Cammissian	Michael Callura	849-5555
JUDICIARY			
CPC	Cammittee far Public Caunsel Services	Yvanne Freitas	482-6212 x3313
DAO	District Attarney's Office West	Caralyn Knight	(413) 781-8100
MHL	Mental Health Legal	Laura Calby	723-9130
TRC	Judicial Institute, Mass. Trial Caurt	Rabert Clayman	742-8575
LABOR			
BCA	Baard af Canciliatian/Arbitratian	Sarah Kerr-Garraty	727-3466
DIA	Divisian af Industrial Accidents	Alice Cratty	727-4900 x351
EOL	Executive Office af Labar	Mike Wallace	727-6573
JLM	Jaint Labar/Management Cammittee	Mary Cappadana	727-9690
LAB	Department af Labar and Industries	Lynnette Fields	727-3454
LRC	Mass. Labar Relatians Cammissian	Edward Srednicki	727-3505 x332
PUBLIC SAFETY			
AAB	Architectural Access Baard	Debarah Ryan	727-0661
BBR	State Baard Building Regulatians	Ann Marie Rase	727-3200
CCJ	Mass. Cammittee Criminal Justice	Marie Beckfard	727-6300 x349
CDA	Mass. Emerg. Management Agency	Arlene Margalis	(508) 820-2000 x2018
CHS	Criminal Systems Histary Baard	Martin Censulla	727-0090
CJT	Criminal Justice Training Cauncil	Charles Dunlap	727-8178
CME	Office af the Chief Medical Examiner	Timathy Manning	(508) 856-3501
DOC	Department af Carrectian	Rene Pairier	727-5911
DPS	Department af Public Safety	Cherie Crane	566-4500
EPS	Executive Office af Public Safety	Alex Leane	727-7775
HSB	Gavernar's Highway Safety Bureau	Maria Farrah	727-5075
MFA	Mass. Firefighting Academy	Leslie Haffman	727-9635
MIL	Military Divisian	David Gavigan	727-5527 x2210
MRB	Merit Rating Baard	Diane Faverman	727-4977
PAR	Mass. Parale Baard	Leslie Bestick	727-3271
RMV	Registry af Matar Vehicles	Jahn E. Haughtan	727-1814
TRANSPORTATION AND CONSTRUCTION			
CTP	Central Transpartatian Planning	Maureen O'Brien	973-7140
DPW	Mass. Highway Dept.	Susan J. Thayer	973-7776
MAC	Mass. Aeranautics Cammissian	Diane Jeang	973-8882
MBT	Mass. Bay Transpartatian Autharity	Jaan Kapalchak	722-5732
MPA	Mass. Part Autharity	Maria McKinnan	973-5500
MTA	Mass. Turnpike Autharity	Patty Scanlan	248-2857
TRP	Executive Office af Trans. and Canstr.	Michael W. Casey	973-7126

LOCAL GOVERNMENT DIRECTORY

Cities and Tawns	Persannel Directars	
Caunty Carrectians	Maryellen Fidrych	725-4009
Police Departments	Chiefs af Palice	
State Traapers	Thamas Kennedy	(508) 820-2300
Fire Departments	Stephen Caan	727-9635

Program Notes

Special Services and Programs

SPECIAL SERVICES AND PROGRAMS

Master Service Agreement for Training

The Department of Personnel Administration, the Department of Procurement and General Services, and the Office of the Comptroller, with the assistance of an Interagency Task Force, develop and distribute a Master Service Agreement (MSA) for Specialized Training and Consultation Services. The Master Service Agreement provides a list of trainers who have been certified by DPA to deliver training to state employees. It is a major resource for your department as it minimizes many of the time-consuming aspects of selecting, contracting with, and paying vendors for in-house training activities. The MSA also functions to provide a consistent quality of services and to standardize the hourly rates for training offered in the Commonwealth.

Please contact the HRD Group (727-3777) for more information on how to utilize the benefits of the Master Service Agreement. You may also contact your Department Training Officer who has a copy of the MSA.

Office of the Comptroller, Training Unit

The Training Unit in the Office of the Comptroller offers a wide variety of training courses for state departments on a no cost basis. Courses are designed to give managers and staff the skills necessary to manage and use the statewide personnel, financial, accounting and reporting systems. These systems include:

- MMARS: Massachusetts Management Accounting and Reporting System
- BARS: Billing and Accounts Receivable Subsystem
- CAPS: Commonwealth's Automated Payroll System
- PARIS: Personnel Administrative Reporting and Information System
- MMARS AND PARIS IMAGINE: An on-line, ad hoc reporting tool which allows the non-technical user to create ''customized'' MMARS and PARIS reports.

The Comptroller's Training Catalogue is published in-house and is distributed every three months (March, June, September and December) to MMARS/CAPS Liaisons as well as to DTO's. The Catalogue gives a full description of core, intermediate, specialized, and customized courses that are offered. Registrations are accepted only from MMARS/CAPS Liaison. To receive a Catalogue, or for additional information, please call the Comptroller's Training Unit at 727-5000 X296.

Office of Management Information Center

Technical Education

The Office of Technology Planning (OTP) offers over 10 different programs each month in a wide variety of technology-related topics. From the courses that introduce the statewide network to advanced topics in information management and planning, OTP helps agencies make the most of their investment in technology.

Courses of particular interest include:

- Overview of Data Processing Services at OMIS
- BITA Procurement Process
- The OMIS Library: Access to Information
- Introduction to SAS
- SAS/FSP
- Introduction to Information Security
- ADABAS/NATURAL
- JCL Standards at OMIS
- OMIS Data Center Disaster Recovery Plan

Additional Information

Information about OTP's courses, programs and services is available by phone at (617) 973-0925, or via the Commonwealth's Wide Area Network: Courses @ OTP @ MIS.

State Agency Human Resource Development Certificate Program

The Human Resource Development Group, in collaboration with state agencies, has established a Certificate Program in Human Resource Development (HRD). The program is offered tuition free to 24 selected participants.

The Certificate Program has two primary objectives. First, the program will provide state agencies with the capacity to administer a broad range of HRD functions. Second, the program will provide state agencies with the capacity to deliver in-service training in a wide variety of topics. To meet these two objectives the program will provide intensive training in the following subject areas:

- Training Needs Assessment
- Training Plans
- Curriculum Development
- Training/Presentation Skills
- Program Evaluation
- Public Speaking
- Group Process and Observation Skills
- Technical/Administrative Issues

The classroom training will be delivered by established, experienced HRD professionals who currently work in state agencies. The program will be scheduled over a nine month time period and includes 14 days of formal training as well as practical application opportunities.

At the end of the program, graduates will have acquired the skills and knowledge of a HRD consultant, giving management in their departments increased capacity to respond to the demand for training and development.

Participants will be selected through a formal, competitive application process which will be distributed to Department Training Officers in August, 1993.

State Agency Personnel Management Certificate Program

The Department of Personnel Administration has established a Personnel Management Certificate Program (PMCP), sponsored by the Human Resource Development Group. The program is offered tuition free to 25 selected participants.

The Certificate Program serves as an orientation to a number of key personnel topics for the Commonwealth's human resource professionals, as well as a means to encourage greater communication and understanding of the complementary responsibilities of DPA and appointing authorities in the effective personnel management of state government.

The training will include the following subject areas:

- The State Classification System
- The State Civil Service System
- Affirmative Action/Cultural Diversity
- Compensation and Benefits
- The Performance Appraisal Systems
- Employee Relations

The classroom training will be delivered by experienced management staff from the Executive Office for Administration and Finance agencies and selected line agencies. The program will be scheduled over a 10-week period beginning in January 1994 and will meet one day a week.

At the end of the program, participants will have increased their ability to carry out major personnel management programs and expanded their understanding of the respective roles of the DPA and state agencies in the state personnel system.

Participants will be selected through a formal competitive application process which will be distributed to Department Training Officers in October 1993.

SPECIAL SERVICES AND PROGRAMS

Performance Recognition Program

The Department of Personnel Administration coordinates the Governor's Annual Massachusetts Performance Recognition Program.

This program gives formal recognition to Commonwealth employees who make meaningful contributions which distinguish them from their peers. These special awards focus attention on consistent, positive achievement by both individuals and teams of state employees, people who have demonstrated innovation and dedication in their work, concern for the public trust, and a commitment to excellence.

Awards are given in three categories:

—The Manuel Carballo Governor's Award for Excellence in Public Service

—The Commonwealth of Massachusetts Citation for Outstanding Performance

—The Certificate of Recognition

The process of selection and planning for this program is a year long activity, culminating with a dinner and ceremony on October 14, 1993.

Bradford Fellowship Program for Excellence in Public Administration

Harvard University's John F. Kennedy School of Government and the Department of Personnel Administration (DPA) offer a senior manager the opportunity to attend the University's Mid-Career Master in Public Administration Program.

The Mid-Career MPA Program is designed for experienced professionals who are college graduates, and who are dedicated to public sector management. This fellowship provides a unique means to pursue a well recognized program of study, enhancing management and policy analysis skills which are so vital within this state government environment.

A brochure which fully outlines the program and the eligibility criteria is sent to Cabinet Secretaries and Agency Heads in late December. They will circulate the information to senior managers within their areas.

PMS: Performance Management System
EPRS: Employee Performance Review System

The Performance Management System (PMS) for managers and the Employee Performance Review System (EPRS) for non-managers serve as the state systems for evaluating employee performance. PMS is monitored by the Department of Personnel Administration and EPRS by the Office of Employee Relations. HRD provides training programs on a continuing basis to support the implementation of these performance evaluation systems. Please see the table of contents for courses particular to PMS and EPRS for FY'94.

Tuition Remission Program

The Commonwealth's primary educational offering, negotiated by OER in 1983, is a tuition remission program available to state employees. All eligible employees have the opportunity to obtain an undergraduate or graduate degree in the area of their choice at a reduced cost. The state may cover as much as 100% of an employee's tuition for courses taken at any of the nine state colleges, fifteen community colleges, and the University of Massachusetts.

Non-managerial employees may access the tuition remission program by contacting the Office of Employee Relations at 727-5403.

Managers may access the tuition remission program by contacting the Human Resource Development Group at 727-3777.

Regional Programs and Schedules

Program Notes

AGAWAM/SPRINGFIELD

The following DPA sponsored courses are offered at the Criminal Justice Training Council site:

Criminal Justice Training Center
702 South Westfield St.
Feeding Hills, Agawam, MA

Note: See Table of Contents for course descriptions

Introduction to WordPerfect

When: October 14-15, 1993 **Program #**145WPAF94
Fee: $265

Tier II, UMass Program: Core Management Development

When: October 18-22, 1993 **Program #**005DIAF94
Fee: $750

Successful Negotiation

When: November 4-5, 1993 **Program #**060NGAF94
Fee: $100

Introduction to dBase

When: December 2-3, 1993 **Program #**120DAAF94
Fee: $265

Overview of Total Quality Management

When: December 14, 1993 **Program #**090TQAF94
Fee: $50

Communicating for Better Performance

When: January 11-12, 1994 **Program #**395CBAS94
Fee: $100

Professional Development for Support Staff

When: February 9, 16, 23, 1994 **Program #**315PRAS94
Fee: $100

Introduction to Lotus 1-2-3

When: March 3-4, 1994 **Program #**205LTAS94
Fee: $265

REGIONAL PROGRAMS AND SCHEDULES

BARNSTABLE

The following DPA sponsored courses are offered at the Barnstable County Police Academy:

Barnstable County Police Academy
off of Mary Dunn Road
Barnstable, MA

Note: See Table of Contents for course descriptions

Introduction to WordPerfect

When: October 21-22, 1993 **Program #**145WPBF94
Fee: $265

Overview of Total Quality Management

When: November 30, 1993 **Program #**090TQBF94
Fee: $50

Introduction to dBase

When: November 18-19, 1993 **Program #**120DABF94
Fee: $265

Tier II, UMass Program: Core Management Development

When: January 10-14, 1994 **Program #**005DIBS94
Fee: $750

Successful Negotiation

When: February 16-17, 1994 **Program #**060NGBS94
Fee: $100

Introduction to Lotus 1-2-3

When: February 17-18, 1994 **Program #**205LTBS94
Fee: $265

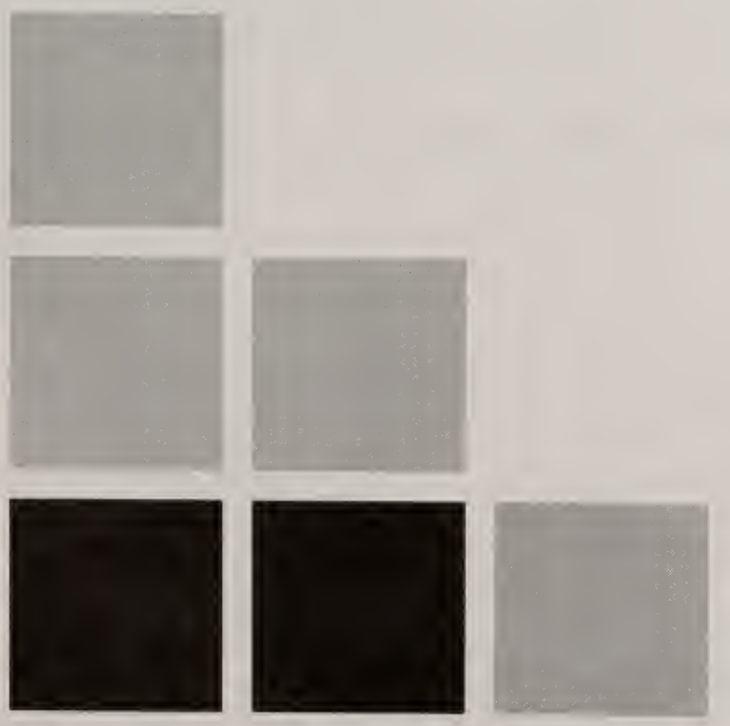
Techniques of Supervision

When: March 1, 8, 15, 22, 29, 1994 **Program #**310TOBS94
Fee: $225

Communicating for Better Performance

When: April 5-6, 1994 **Program #**395CBBS94
Fee: $100

Management Development Programs



Program Notes

MANAGEMENT DEVELOPMENT IN MASSACHUSETTS

TIER I

HRD Program: Making the Transition to Management
for: Newly appointed entry level managers and staff interested in management

TIER II

UMass Program: Core Management Development
for: Entry to mid-level managers and professional staff

TIER III

UMass Program: Managing Operations in Public Agencies
for: Senior managers

TIER III

Brandeis Program: Managing People in Public Agencies
for: Senior managers

TIER IV

Kennedy School of Government Program: Senior Executive Management
for: Appointing Authorities and their key assistants

TIER V

MIT Sloan School of Management Program: Leadership for the Future
for: Cabinet Secretaries, Agency Heads, Commissioners, College and University Presidents

HRD Programs for Professional Development

—Orientation to Massachusetts State Government
—Management of Change
—Executive Writing
—Critical Thinking: Planning for Results
—Successful Negotiation
—Speed Reading Skills
—Senior Human Resource Management
—Creating a Customer Service Organization
—The Manager as Coach
—Overview of Total Quality Management
—TQM: Team Dynamics
—TQM Problem Solving
—Advanced TQM Implementation

—See Program Descriptions for Details—

MANAGEMENT DEVELOPMENT

Tier I, HRD Program: Making the Transition to Management

You have been chosen for a managerial position, or you're thinking about making the move. By attending this dynamic workshop, you will define your role as a manager and learn to create a cooperative team. The workshop will give you the fundamentals of the management process in order to promote your self-confidence and to improve your management techniques.

When: October 26-27, 1993 *BOS* — **Program #**001HRDF94
March 22-23, 1994 *BOS* — 002HRDS94
Time: 9:00 am - 4:00 pm
Participant Focus: Newly appointed entry level managers or staff interested in management.
Enrollment: 30
Fee: $100

Tier II, UMass Program: Core Management Development

The UMass Donahue Institute for Governmental Services (DIGS) offers this 8-day, non-residential management development program for entry to mid-level state managers. The comprehensive one week core curriculum focuses on the role of the manager in the Commonwealth, motivation, planning/decision making and managing diversity/affirmative action and quality management. Following the one week program, participants will select one of two tracks that will meet one day a week for three weeks. **Track A** will focus on Massachusetts management systems while **Track B** will focus on human resource management issues.

When: Choose one core curriculum week:*

October 25-29, 1993 *BOS*	**Program #**005DIGF94
February 28 - March 4, 1994 *BOS*	006DIGS94
March 7-11, 1994 *BOS*	007DIGS94
October 18-22, 1993 *AGA*	005DIAF94
January 10-14, 1994 *BAR*	005DIBS94

In addition, select one Track:
Track A: Massachusetts Management Systems
Track B: Human Resource Management
Time: 8:45 am - 4:00 pm
Participant Focus: Entry to mid-level managers and professional staff
Fee: $750

*We reserve the right to re-schedule if your choice of dates is full.
**Tracks will be scheduled based on participant selection and meet one day a week for three weeks following the core curriculum week.

ATTENTION DTO

Please note: In addition to the HRD application, a special application form (obtained from the Donahue Institute) is required so that DIGS has the names and addresses of participants prior to *October 4*.

Tier III, UMass Program: Managing Operations in Public Agencies

The UMass Donahue Institute for Governmental Services (DIGS) offers this four-day, intensive, non-residential program for senior level public managers. The program enables managers to increase their ability to manage agency operations and carry out the agency's mission and goals through strategic planning and problem-solving sessions. Participants can expect to increase their management and planning skills, and to gain further insight and understanding of the budget and legislative process as well as the role of negotiation and collective bargaining. A variety of instructors including professional trainers, public sector managers and Institute staff will conduct the sessions.

When: December 7-10, 1993 **Program** #015DINF94
Time: 8:45 am - 4:00 pm
Where: Greater Boston
Participant Focus: Senior managers
Enrollment: 35
Fee: $700

Tier III, Brandeis Program: Managing People in Public Agencies

The Brandeis program is an intensive, non-residential, four-day management program for senior level public managers. The program enable managers to build on existing skills to predict and handle the personnel situations that public agency managers encounter. Participants can expect to learn better diagnostic skills for analyzing issues; to develop more confidence in supervision and managing; to increase effectiveness in hiring and motivating employees and dealing with performance problems; and to construct a positive employment environment.

When: November 16-19, 1993 **Program** #020BIPF94
Time: 9:00 am - 4:00 pm
Where: Brandeis University, Waltham
Participant Focus: Senior managers
Enrollment: 35
Fee: $825

Tier III, Brandeis Alumni Program

Past participants of the Tier III: Managing People in Public Agencies Program are invited to this two-day alumni session which focuses on communication patterns and the human side of management. The curriculum is divided into the following three parts: 1. Understanding Your Management Style and Preferences; 2. Determining the Effectiveness of Different Leadership Styles; and 3. Assessing Your Organizational Culture and the Supervisor's/Manager's Role in Shaping the Work Unit.

When: March 22-23, 1994 **Program** #021BPAS94
Time: 9:00 am - 4:00 pm
Where: Brandeis University, Waltham
Participant Focus: Past participants of Tier III at Brandeis
Enrollment: 70
Fee: $200

Tier IV, The Kennedy School of Government Program: Senior Executive Management

This program focuses on developing strategic policies and general management responsibilities of the state executive. Classes, conducted by selected Harvard University faculty, deal with the establishment of meaningful, attainable objectives for organizations and the acquisition and deployment of the budget and human resources necessary to accomplish these objectives. Participants are actively engaged in case study discussions which present actual decision making situations. Small group sessions encourage interaction with other top state executives and sharing of different approaches to common problems.

When: May, 1994, dates to be announced **Program #**025KSGS94
Time: 9:00 am - 4:00 pm
Where: Kennedy School of Government, Harvard University
Participant Focus: Appointing Authorities and their key assistants
Enrollment: 50
Fee: TBA

Tier V, MIT Sloan School of Management Program: Leadership for the Future

This one-day program provides an opportunity to explore the changing face of public leadership and to analyze and discuss the broad questions of policy and strategy that face government in the face of organizational change. It will focus on organizational mission, systems thinking, and performance in public organizations and institutions of Higher Education.

The program will be conducted by recognized experts who will provide current research on organizational change. It will provide an opportunity for participants to foster cooperative interaction with colleagues and to share innovative thinking regarding these issues.

When: Winter, 1994, date to be announced **Program #**030MITS94
Time: 9:00 am - 4:30 pm
Where: TBA
Participant Focus: Restricted to Cabinet Secretaries, Commissioners, Agency Heads, College and University Presidents.
Fee: TBA

Orientation to Massachusetts State Government

Former participants describe this program as essential for people recently appointed or recruited into management positions in state government. It is not a course in management theory, but on how to manage within the Commonwealth of Massachusetts environment. Topics will include: budget process, personnel policies, legislative processes, executive branch organization, administrative policy and politics. Public officials from several state agencies will present major issues and practical applications. The emphasis will be to learn practical techniques for working in our bureaucracy.

When: October 28-29, 1993 *BOS* **Program** #040ONMF94
Time: 9:00 am - 4:00 pm
Participant Focus: Newly appointed managers
Enrollment: 30
Fee: $100

Management of Change

It is critical that managers understand how to implement change in their unit in order to achieve maximum flexibility. This seminar will present hands-on techniques for designing a strategy that will gain acceptance by employees and enable the unit to adjust quickly to new conditions. The change process and its relationship to communication and conflict will be discussed.

When: January 11-12, 1994 *BOS* **Program** #045MOCS94
Time: 9:00 am - 4:00 pm
Participant Focus: Managers at all levels
Enrollment: 30
Fee: $100

Executive Writing

This one-day program is designed for participants who write to influence and also review the writing of others on their staff. This is an advanced level writing seminar. Topics include: techniques to enhance and refine your writing, how to review and analyze the writing of others, coaching and critiquing positively, self-editing, and working with problem writing.

When: November 12, 1993 *BOS* **Program** #075EXWF94
March 1, 1994 076EXWS94
Time: 9:00 am - 4:00 pm
Participant Focus: Executives, senior level managers and supervisors
Enrollment: 25
Fee: $75

MANAGEMENT DEVELOPMENT

Critical Thinking: Planning for Results

The ability to analyze problems and situations accurately, set goals and implement plans are the foundation of sound management practices. Participants will learn to use planning, goal setting and problem analysis to increase the results of their work unit. They have an opportunity to discuss and analyze many of their own ideologies and examine innovative approaches to office people problems.

When: November 16-17, 1993 *BOS* — **Program #**055CTPF94
March 15-16, 1994 *BOS* — 056CTPS94
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and professional staff
Enrollment: 30
Fee: $100

Successful Negotiation

This seminar will provide managers with a framework for developing and refining their negotiation skills. How does one negotiate so that all involved win? What are some successful negotiation strategies? When is negotiation an appropriate management tool? How do you analyze your options? Learn the key elements of negotiation in order to deal more effectively with the personnel, administrative, and public issues that face managers every day.

When: May 10-11, 1994 *BOS* — **Program #**060NGTS94
November 4-5, 1993 *AGA* — 060NGAF94
February 16-17, 1994 *BAR* — 060NGBS94
Time: 9:00 am - 4:00 pm
Participant Focus: Managers at all levels
Enrollment: 30
Fee: $100

Speed Reading Skills for Managers

This workshop will show you how to read everything you are expected to digest and still have time to get the job done. Designed to meet the precise needs of management, this remarkably effective course uses many relevant, high-interest reading selections to provide a dramatic increase in your on-the-job reading speed and ability to retain pertinent information.

When: December 2,3,9,10, 1993 *BOS* — **Program #**080SPRF94
May 12,13,19,20, 1994 *BOS* — 081SPRS94
Time: 9:00 am - 12:00 pm
Participant Focus: Managers at all levels
Enrollment: 20
Fee: $100

Senior Human Resource Management

This two-day program is for senior level managers who want to develop a department-wide strategy for implementing an effective Human Resource Development System and creating a learning organization. The following concepts and skills will be included: hiring practices, employee retention, career development systems, strategic planning, and steps to implementation.

When: December 9-10, 1993 *BOS*
Time: 9:00 am - 4:00 pm
Participant Focus: Senior managers
Enrollment: 35
Fee: $100

Program #065HRMF94

Creating a Customer Service Organization

Using the principles and methods of Dr. W. E. Demming, commonly known as total quality management, this course will focus on how to create a customer service organization in your department. Identifying your customer(s) is key to this effort. The course will focus on this as well as communication, and using a strategic approach to achieving customer satisfaction. Creating satisfied citizens and customers for state government is the basic premise of this program.

When: May 18, 1994 *BOS*
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and professional staff
Enrollment: 35
Fee: $50

Program #070CSOS94

The Manager as Coach

This intensive one-day course will provide the manager with coaching skills that will improve the performance of his or her organization by creating a positive and supportive working relationship with employees. The workshop will focus on practical, problem solving skills that enable employees to make connections and commitments to the organization's vision and initiatives. The curriculum includes self assessment techniques, theories of coaching, understanding and interpreting the behavior of co-workers, confronting difficult situations, motivating subordinates, and team building.

When: January 25, 1994 *BOS*
Time: 9:00 am - 4:00 pm
Participant Focus: Managers and direct supervisors
Enrollment: 35
Fee: $50

Program #070MACS94

Program Notes

Total Quality Management Programs

Program Notes

Overview of Total Quality Management

This course is based on W. Edward Demming's theory for quality management which is the approved approach which the Commonwealth Quality Improvement Council is implementing in Massachusetts. Participants will explore what it means to be customer focused and how to realign agency processes to meet the needs and expectations of customers. Skills will be developed in systems thinking and structured problem solving. Participants will leave the course with an understanding of the transformation needed to create a total quality organization.

When: January 19, 1994 *BOS* — **Program #**090TQMS94
December 14, 1993 *AGA* — 090TQAF94
November 30, 1993 *BAR* — 090TQBF94
Time: 9:00 am - 4:00 pm
Participant Focus: Senior Management/Professional Staff
Enrollment: 35
Fee: $50

TQM: Team Dynamics

People working together to accomplish a common goal are a team. Without a goal teamwork does not exist. Participants in this course will understand the dynamics which accompany project team development as it relates to the accomplishments of a total quality management project. Participants will learn the stages of group development: ''forming, storming, norming and performing''. Participants will begin the course by clarifying their process improvement opportunity. Process skills and problem solving will be presented through simulations, role plays and other group activities. It is recommended that participants come as a team.

When: February 22-23, 1994 *BOS* — **Program #**091TQMS94
Time: 9:00 am - 4:00 pm
Participant Focus: TQM Project Teams
Enrollment: 35
Fee: $100

TQM Problem Solving

This course will focus on The 7 Step Improvement Process and the ''Plan-Do-Check-Act'' Cycle (Shewhart Cycle) as structured problem solving techniques. Participants will learn how to solve problems in TQM environment. A simulation will allow participants to practice quantitative and qualitative methods for continuous improvement. Related tools and techniques to understand customers will also be taught.

When: March 4,11,18, 1994 *BOS* — **Program #**092TQMS94
Time: 9:00 am - 4:00 pm
Participant Focus: Members of intact Project Team
Enrollment: 35
Fee: $150
Pre-requisite: Team Dynamics recommended

Advanced TQM Implementation

This course will concentrate on creating a customer focus organization and steps which management must follow. Participants will learn how to select TQM projects which advance the purpose of their agency. They will also learn how to identify barriers to quality and how to break down barriers. Participants will leave the workshop with a plan to align key policies, procedures, performance and communications. Skills in "bench-marking" and customer mapping will be practiced.

When: April 8, 1994 *BOS* **Program #**093TQMS94
Time: 9:00 am - 4:00 pm
Participant Focus: Managers who are implementing TQM projects
Enrollment: 35
Fee: $50

Staff Development Programs

Program Notes

Techniques of Supervision

This five-day course is designed for first-line supervisors as an introduction to basic supervisory principles. Areas to be addressed are: leadership, communication, delegation, decision making, problem solving, motivation, conflict management, productivity, performance evaluation, and AA/EEO. A combination of lecture, group exercises, and role play will be used to enhance the learning experience of the participants. The goal of the program is to enable participants to supervise effectively.

When: November 9,16,23,30, December 7, 1993 *BOS* — **Program #**310TOSF94
March 23,30, April 6,13,20, 1994 *BOS* — 311TOSS94
March 1,8,15,22,29, 1994 *BAR* — 310TOBS94
Time: 9:00 am - 4:00 pm
Participant Focus: First-line supervisors
Enrollment: 35
Fee: $225

Professional Development for Support Staff

This comprehensive three-day seminar will provide clerical/support staff with training to better realize their potential in the office. The seminar provides techniques to improve verbal and written communication, assertiveness, motivation, time management and supervising others. It will also discuss planning for professional career growth.

When: January 26, February 2,9, 1994 *BOS* — **Program #**315PROS94
February 9,16,23, 1994 *AGA* — 315PRAS94
Time: 9:00 am - 4:00 pm
Participant Focus: Secretarial personnel and support staff
Enrollment: 35
Fee: $100

Basic Writing Skills

This workshop will help participants understand the basic building blocks of English. It will identify the eight parts of speech, sentence structures, and review punctuation rules and conventions. The seminar will also offer guidelines on handling abbreviations and numbers in useful proofreading techniques. A portion of seminar time will be devoted to helping participants acquire the confidence to undertake short on-the-job writing assignments.

At the conclusion of each lesson, participants complete practical exercises and receive individualized feedback to help ensure understanding and competency. Participants should bring three or four recent samples of their writing to the class.

When: November 3-4, 1993 *BOS* — **Program #**320BWSF94
March 15-16, 1994 *BOS* — 321BWSS94
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who need to review and practice basic writing skills
Enrollment: 25
Fee: $125

Business Writing: Letters and Memos

Learn how to write more effective letters and memos in this fast paced one-day workshop. Everyone wants to write letters and memos that state the message clearly, command attention, compel action and create a winning impression. This program is designed to enhance your ability to communicate in clear, concise and effective business language. This program is not for individuals having difficulty with basic writing skills but is geared for writers who are seeking to refine their skills.

When: December 1, 1993 *BOS* — **Program #**325BWLF94
April 19, 1994 *BOS* — 326BWLS94
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who want to improve their written communication
Enrollment: 25
Fee: $65

Clear Writing

Is writing one of your most difficult responsibilities on the job? Do you put off writing that report, letter, or memorandum? Does your supervisor rewrite every other word?

This two-day seminar will provide participants with the skills necessary to produce clear writing with confidence. This includes: how to get started, drafts, organizing information, selecting and prioritizing what will be presented, and writing clear, direct, and understandable sentences. Everyone can learn to enjoy the writing process.

Participants should bring three or four recent samples of their writing to the class.

When: December 7-8, 1993 *BOS* — **Program #**370CWFF94
May 5-6, 1994 *BOS* — 371CWSS94
Time: 9:00 am - 4:00 pm
Participant Focus: Anyone who has writing responsibilities as a major job duty
Enrollment: 25
Fee: $125

Stress Management

This one-day program is designed to provide participants with an understanding of the factors and situations which are stress producing. It covers the nature of stress and burnout, and their physical, psychological, and sociological consequences. Negative and positive coping behaviors are described. Simple but effective techniques for dealing with stress—both internally, via relaxation, de-sensitization, and self-image improvement—and externally, via behavior management and assertiveness training are discussed. Application of these techniques will be practiced during this session.

When: December 2, 1993 *BOS* — **Program #**375STMF94
May 17, 1994 *BOS* — 376STMS94
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals interested in how to cope with stress
Enrollment: 35
Fee: $50

Dealing Effectively with the Public

The skill of dealing effectively with the public is one that every state government employee should be able to demonstrate. The goals of this course will be to develop the ability to effectively communicate with the public in a professional manner. This one-day program will include effective telephone techniques, appropriate referrals, dealing with the hostile consumer, and priority setting.

When: November 2, 1993 *BOS* — **Program** #380DEPF94
January 4, 1994 *BOS* — 381DEPS94
February 8, 1993 *BOS* — 382DEPS94
May 3, 1994 *BOS* — 383DEPS94
Time: 9:00 am - 4:00 pm
Participant Focus: Individuals who have extensive public contact on the job
Enrollment: 35
Fee: $50

Assertiveness Training for People in the Workplace

Assertiveness training will help you to be more personally effective both in the workplace and at home. You will learn how to stand up for your rights without denying the rights of others and how to turn self-defeating behavior patterns into productive action. We will explore the ways in which we deal with others, and look at our culturally-learned responses, as well as our personal obstacles to assertiveness.

When: December 1, 1993 *BOS* — **Program** #385ASTF94
May 25, 1994 *BOS* — 386ASTS94
Time: 9:00 am - 4:00 pm
Participant Focus: Anyone interested in learing more about effective assertiveness
Enrollment: 35
Fee: $50

Communicating for Better Performance

This two-day program will explore the intricacies of communication. Participants will examine issues and develop skills critical to effective communication. They will also develop an understanding of the impact of communication on work performance and on the environment of the office. Topics will include: active listening, identifying barriers, conflict resolution, problem solving and feedback.

When: November 18-19, 1993 *BOS* — **Program #**395CBPF94
January 20-21, 1994 *BOS* — 396CBPS94
January 11-12, 1994 *AGA* — 395CBAS94
April 5-6, 1994 *BAR* — 395CBBS94
Time: 9:00 am - 4:00 pm
Participant Focus: Supervisors and professional staff
Enrollment: 35
Fee: $100

English as A Second Language: Basic or Advanced

This program provides a **basic** or **advanced** course for employees whose native language is not English. The courses offer practical instruction and skill development in speaking and listening. Topics covered are: listening/speaking on the phone, asking questions, following directions, reading messages/signs, and understanding state government structure. The objective is to assist employees to more effectively perform their jobs and to prepare them for career growth opportunities. After a diagnostic test, participants will be placed in the **basic** or **advanced** course. The **basic** course is for those with little English-speaking experience who need support in learning to speak English with ease. The **advanced** course is for employees who need to focus on grammar, oral presentations, and polishing the verbal skills necessary for living and working in an English-speaking environment.

When: Test Date: January 25, 1994 *BOS* — **Program #**400ESLS94
Course Dates: February 8 - April 21, 1994 *BOS*
Time: Basic Course 9:00 am - 12:00 pm, Tuesdays and Thursdays, for 10 weeks
Advanced Course: 1:00 pm - 4:00 pm, Tuesdays and Thursdays, for 10 weeks
Participant Focus: Individuals who have English as a Second Language
Enrollment: 26
Fee: $400

Special Note: Diagnostic testing and course placement will take place on January 25, 1994. Participants will be notified on the exact time to appear for a one hour test.

Managing Cultural Diversity

Today we are required to communicate effectively with people cross-culturally, through the generation gap, among races, between genders and across those subtle but pervasive barriers of class. This one-day program will help participants to gain the understanding and skills necessary to obtain a wider range of problem-solving skills and to communicate flexibly. A diverse workforce has enriched our organizations. Learn to benefit from the multitude of perspectives, approaches and contributions that a diverse workforce can bring and to recognize and reward different patterns of performance appropriately.

When: March 9, 1994 *BOS*
Time: 9:00 am - 4:00 pm
Participant Focus: Supervisors at all levels
Enrollment: 35
Fee: $50

Program #405WCDS94

Public Speaking

Learn how to improve your ability to make effective presentations before small and large groups. This two-day course will focus on improving skills in delivering accurate, concise, and persuasive messages, whether they be for a formal presentation or a daily part of your responsibility. Practice and feedback will allow participants to identify their communication strengths and weaknesses. Course content includes: organization, audience analysis, handling questions, dealing with stress, verbal and nonverbal communication.

When: November 4-5, 1993 *BOS*
May 9-10, 1994 *BOS*
Time: 9:00 am - 4:00 pm
Participant Focus: Trainers, supervisors, and entry-level managers
Enrollment: 25
Fee: $100

Program #300PSSF94
301PSSS94

Motivation

Increasing employee motivation and morale results in higher levels of productivity and the quality of work life. This program will give participants the opportunity to learn specific techniques to increase individual motivation and team productivity in a variety of work-related situations. Topics include: effective communication, work assignments, task re-design and creative approaches to rewarding performance.

When: May 4, 1994 *BOS*
Time: 9:00 am - 4:00 pm
Participant Focus: Managers, supervisors, professional staff
Enrollment: 35
Fee: $50

Program #305MOTS94

Program Notes

State Agency Sponsored Training

Program Notes

STATE AGENCY SPONSORED TRAINING

The Human Resource Development Group is pleased to present a number of state agency sponsored training programs that are **FREE** to participating agencies. **Preregistration is required.** We are able to offer these programs through collaboration with other departments and we thank them for their dedication to improving the quality of work in Massachusetts state government.

Performance Management System (PMS): Orientation for New Managers

The Performance Management System (PMS) is a strategic planning and performance evaluation system required for all state managers. The Performance Management System consists of agency articulation of mission, goals and priority objectives, joint planning between manager and supervising manager to set individual priority performance objectives, and a designated time frame to review individual progress.

This one-day training session is required for new state managers. Bring the **PMS** Manual to the session.

When: November 23, 1993 *BOS*
May 11, 1994 *BOS*
Program #600PMSF94
605PMSS94
Time: 9:00 am - 4:00 pm
Participant Focus: New managers in all executive branch agencies
Enrollment: 35
Fee: No Charge

Employee Performance Review System (EPRS): An Orientation

The Employee Performance Review System (EPRS) is the state's performance planning and appraisal program for most collective bargaining unit employees and is administered by the Office of Employee Relations.

This session for new supervisors will introduce the EPRS cycle and forms, address policy and implementation questions, give supervisors practice writing appropriate job duties and performance criteria, and differentiate between the various ratings possible. The session is particularly meant for smaller agencies which do not have the internal training personnel to conduct this training themselves.

Supervisors should bring Form 30 Job Descriptions and/or completed EPRS forms to the session as well as their Supervisor's Guide.

When: November 3, 1993 *BOS*
April 15, 1994 *BOS*
Program #500EPRF94
505EPRS94
Time: 9:00 am - 4:00 pm
Participant Focus: New supervisors with EPRS responsibilities
Enrollment: 35
Fee: No Charge

Progressive Discipline

A key to effective contract administration for supervisors is knowing the correct procedures for implementing disciplinary action, including discharge.

Topics:

—Regulations and procedures for progressive discipline
—The difference between EPRS and progressive discipline
—Documentation, the key to successful disciplinary action
—The role of your agency's grievance office, labor management committee and union stewards
—The role of the Office of Employee Relations

The program will include lecture, case studies and group discussion.

When: November 19, 1993 *BOS*
May 26, 1994 *BOS*
Program #730PRDF94
731PRDS94
Time: 9:00 am - 4:00 pm
Participant Focus: Managers, supervisors, personnel staff
Enrollment: 35
Fee: No Charge

Affirmative Action/Cultural Diversity

The commitment of State Government to Affirmative Action is not only a matter of policy, it is the law. This program will incorporate the principles of affirmative action and cultural diversity.

—What is Affirmative Action
—Who is covered and how to hire under Affirmative Action
—What are employee rights under Affirmative Action
—Role, responsibility, and authority of the agency's Affirmative Action Officer
—Management responsibility for implementation of affirmative action programs
—Principles and tools for effectively managing workplace diversity

The program will include lecture and group discussion.

When: February 17, 1994 *BOS*
Program #752PIES94
Time: 9:00 am - 12:00 pm
Participant Focus: Managers, supervisors, personnel staff
Enrollment: 35
Fee: No Charge

Making Programs and Services Accessible to the Deaf, Late-Deafened and Hard of Hearing

This course will help agencies meet the requirements of the Americans with Disabilities Act (ADA) and provide access for this population. Topics include: how and when to provide interpreters and CART Reporters, assistive listening systems, visual alarms, and special wake-up devices; how and when to use the Massachusetts Telephone Relay Service versus TTYs; how and when to communicate with Deaf clients before the interpreter arrives; how to communicate with hard of hearing persons; what special resources are available from the Massachusetts Commission for the Deaf and Hard of Hearing; information on other special programs and resources; and ways to cost-save.

When: December 14, 1993 *BOS*
Program #760DHHF94
Time: 9:00 am - 4:00 pm
Participant Focus: Managers, human services staff, ADA and Affirmative Action Coordinators
Enrollment: 35
Fee: No Charge

Computer Programs

Program Notes

PC OPERATING SYSTEMS

Introduction to PC & DOS

This one-day seminar will introduce participants to the disk operating system (DOS) of the personal computer and to the broad uses of popular software packages. The course will cover the basics of hardware, such as the monitor, keyboard, hard drive and floppy disks.

When: October 27, 1993 *BOS*
March 2, 1994 *BOS*
May 4, 1994 *BOS*
Time: 9:00 am - 4:00 pm
Pre-requisite: None
Enrollment: 12
Fee: $135

Program #100DOSF94
200DOSS94
201DOSS94

Introduction to the MS-DOS Operating System

This one-day introductory course will familiarize participants with MS-DOS operating system and how to utilize its capabilities. Participants will learn commands for renaming, copying, deleting, and creating files; creating and removing subdirectories; displaying and printing text files; the creation and utilization of batch files; supplemental DOS commands; formatting and copying floppy disks.

When: October 13, 1993 *BOS*
December 8, 1993 *BOS*
Time: 9:00 am - 4:00 pm
Pre-requisite: None
Enrollment: 12
Fee: $135

Program #100OPSF94
101OPAF94

Advanced MS-DOS Operating System

This one-day course moves beyond the basics of MS-DOS. Participants in this course will learn to write CONFIG.SYS and AUTOEXEC.BAT files and other batch file commands using the EDIT command. Participants will also learn hard disk techniques such as backup and restore. This course broadens the participants' knowledge of DOS.

When: November 17, 1993 *BOS*
February 9, 1994 *BOS*
Time: 9:00 am - 4:00 pm
Pre-requisite: Introduction to MS-DOS or equivalent
Enrollment: 12
Fee: $135

Program #105OPAF94
205OPAS94

Introduction to Windows

This one-day course is designed to teach the basics of Microsoft Windows' graphical user interface (GUI) and its applications. Participants will learn the basics of the mouse, menus, and icons. They will also learn how to manage files (copying, deleting, renaming). Utilizing Windows Accessories Programs will also be covered.

When: October 25, 1993 *BOS (TBA)* — **Program #**160WINF94
October 26, 1993 *BOS (TBA)* — 161WINF94
January 10, 1994 *BOS (TBA)* — 260WINS94
January 11, 1994 *BOS (TBA)* — 261WINS94
May 10, 1994 *BOS (TBA)* — 262WINS94
May 11, 1994 *BOS (TBA)* — 263WINS94
Time: 9:00 am - 4:00 pm
Pre-requisite: None
Enrollment: 12
Fee: $135

PC SPREADSHEET PROGRAMS

INTRODUCTORY SPREADSHEET PROGRAMS FOR DOS

These two-day, intensive workshops are designed for individuals who would like to transfer from manual to electronic spreadsheets. Participants will learn to transfer their manual spreadsheets into an electronic spreadsheet and to experience the magic of asking "What if?", and then getting the answer within seconds. These courses will cover: 1. Editing; 2. Erasing; 3. Moving; 4. Formatting; 5. Building formulas; 6. Saving and printing; 7. Graphics; 8. Combining files; 9. Database management.

Introduction to Lotus 1-2-3

When: October 4-5, 1993 *BOS* — **Program #**105LOTF94
December 15-16, 1993 *BOS* — 106LOTF94
February 14-15, 1994 *BOS* — 205LOTS94
April 7-8, 1994 *BOS* — 206LOTS94
March 3-4, 1994 *AGA* — 205LTAS94
February 17-18, 1994 *BAR* — 205LTBS94
Time: 9:00 am - 4:00 pm
Pre-requisite: None
Enrollment: 12
Fee: $265

Introduction to Excel

When: November 22-23, 1993 *BOS* — **Program #**190EXCF94
March 28-29, 1994 *BOS* — 290EXCS94
Time: 9:00 am - 4:00 pm
Pre-requisite: None
Enrollment: 12
Fee: $265

ADVANCED SPREADSHEET PROGRAMS FOR DOS

These two-day courses are designed for users who are comfortable with the commands taught in the introductory courses. Advanced features of the respective packages as well as lesser-known functions will be explored. These sessions will cover: 1. Advanced commands; 2. Advanced database commands; 3. Advanced graphing/charts; and 4. Introduction to macros.

Advanced Lotus 1-2-3

When: November 8-9, 1993 *BOS* — **Program #**110ALTF94
March 30-31, 1994 *BOS* — 210ALTS94
May 5-6, 1994 *BOS* — 211ALTS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Experienced users of commands taught in Introduction to Lotus 1-2-3
Enrollment: 12
Fee: $265

Advanced Excel

When: February 24-25, 1994 *BOS* — **Program #**290EXAS94
March 8-9, 1994 *BOS* — 291EXAS94
May 23-24, 1994 *BOS* — 292EXAS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Experienced users of commands taught in Introduction to Excel
Enrollment: 12
Fee: $265

Lotus Macros

Lotus Macros is a one-day, intensive seminar for advanced Lotus 1-2-3 users who want to expand their skills and automate a series of keystrokes. Topics to be covered include: 1. What is a macro?; 2. Creating simple macros; 3. Macro programming commands; 4. Macro libraries; 5. Building menus; 6. Automatic loading; 7. Macros for graphs, spreadsheets, databases; 8. Macros for custom printing; and 9. Alternatives to Lotus Macros. Participants should be prepared to bring their own applications to this session.

When: October 28, 1993 *BOS* — **Program #**115LTMF94
February 16, 1994 *BOS* — 215LTMS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Experience with commands taught in Advanced Lotus 1-2-3
Enrollment: 12
Fee: $135

INTRODUCTORY SPREADSHEET PROGRAM FOR WINDOWS

Introduction to Lotus for Windows

This two-day workshop introduces the Lotus 1-2-3 electronic spreadsheet, design, practices, and concepts that operates with the use of the Windows graphical user interface (GUI). The course will cover: 1. Editing; 2. Erasing; 3. Moving; 4. Formatting; 5. Building formulas; 6. Saving and printing; 7. Graphics; 8. Combining files; 9. Database management.

When: March 24-25, 1994 *BOS (TBA)* **Program #**265LTMS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Introduction to Windows or equivalent
Enrollment: 12
Fee: $265

DATABASE MANAGEMENT PROGRAMS FOR DOS

INTRODUCTORY DATABASE PROGRAMS FOR DOS

These two-day intensive hands-on workshops provide the skills to organize, enter, store, modify, analyze, and summarize information. The emphasis is on practical examples of data retrieval and report preparation. Topics covered are: 1. Demystifying databases; 2. Managing data; 3. Sorting and searching; 4. Forms for custom data entry; 5. Reports for custom presentation.

Introduction to dBase

When: November 1-2, 1993 *BOS* **Program #**120DBAF94
February 22-23, 1994 *BOS* 220DBAS94
April 19-20, 1994 *BOS* 221DBAS94
December 2-3, 1993 *AGA* 120DAAF94
November 18-19, 1993 *BAR* 120DABF94
Time: 9:00 am - 4:00 pm
Pre-requisite: Familiarity with DOS
Enrollment: 12
Fee: $265

Introduction to R:Base

When: January 24-25, 1994 *BOS* **Program #**225RBAS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Familiarity with DOS
Enrollment: 12
Fee: $265

Introduction to Foxpro

When: November 4-5, 1993 *BOS* **Program #**180FOXF94
April 5-6, 1994 *BOS* 280FOXS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Familiarity with DOS
Enrollment: 12
Fee: $265

ADVANCED DATABASE PROGRAMS FOR DOS

These two-day intensive hands-on workshops explore the advanced techniques and features that save users time and effort. The emphasis is on practical examples of applications from the class. Topics covered are: 1. Advanced commands and functions; 2. Programming essentials; 3. Programming for custom output; 4. Programming for data entry; 5. Designing turnkey applications.

Advanced dBase

When: Feburary 3-4, 1994 *BOS* **Program #**230ADBS94
March 10-11, 1994 *BOS* 231ADBS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Experience with commands taught in Introduction to dBase
Enrollment: 12
Fee: $265

Advanced R:Base

When: April 12-13, 1994 *BOS* **Program #**235ARBS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Experience with commands taught in Introduction to R:Base
Enrollment: 12
Fee: $265

DATABASE PROGRAMMING

Programming with dBase

This is a two day course which allows participants to access all functions and programming techniques. Participants will learn how to program reports, relate multiple databases, learn environmental commands for effective use of dBase, and use procedure files.

When: January 26-27, 1994 *BOS* **Program #**220DBPS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Experience using commands taught in Advanced dBase
Enrollment: 12
Fee: $265

WORD PROCESSING FOR DOS

Introduction to WordPerfect

This two-day course is designed to teach the basics of word processing, using the software packages' command system. The course will cover: 1. Creating a document; 2. Editing and revising documents; 3. Spell checking and thesaurus; 4. Formatting; and 5. Printing.

When:		**Program #**
	November 15-16, 1993 *BOS*	145WRPF94
	December 6-7, 1993 *BOS*	146WRPF94
	January 20-21, 1994 *BOS*	245WRPS94
	Feburary 28 & March 1, 1994 *BOS*	246WRPS94
	April 28-29, 1994 *BOS*	247WRPS94
	May 16-17, 1994 *BOS*	248WRPS94
	October 14-15, 1993 *AGA*	145WPAF94
	October 21-22, 1993 *BAR*	145WPBF94

Time: 9:00 am - 4:00 pm
Pre-requisite: None
Enrollment: 12
Fee: $265

Advanced WordPerfect

This one-day course is designed for experienced users of WordPerfect who are looking for tricks and tips. This course covers advanced topics such as: 1. Library and Glossary commands; 2. Merge, Style Sheets; 3. Column Functions; 4. Outlining; 5. Table of Contents; and 6. Indexing and Sorting text.

When:		**Program #**
	October 12, 1993 *BOS*	155AWPF94
	October 29, 1993 *BOS*	156AWPF94
	November 10, 1993 *BOS*	157AWPF94
	December 9, 1993 *BOS*	158AWPF94
	January 14, 1994 *BOS*	255AWPS94
	March 7, 1994 *BOS*	256AWPS94
	April 11, 1994 *BOS*	257AWPS94
	May 25, 1994 *BOS*	258AWPS94

Time: 9:00 am - 4:00 pm
Pre-requisite: Experience with commands taught in Introduction to WordPerfect
Enrollment: 12
Fee: $135

WORD PROCESSING FOR WINDOWS

These two-day courses teach the basics of word processing that is designed to operate in the Windows environment. The courses will also cover creating, editing, and moving text; saving and printing files; merging documents; formatting; and spell check and thesaurus.

Introduction to Microsoft Word for Windows

When: May 12-13, 1994 *BOS (TBA)* **Program** #270MWWS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Introduction to Windows or equivalent
Enrollment: 12
Fee: $265

Introduction to WordPerfect for Windows

When: January 12-13, 1994 *BOS (TBA)* **Program** #275WPWS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Introduction to Windows or equivalent
Enrollment: 12
Fee: $265

DESKTOP PUBLISHING

Introduction to PageMaker for Windows

This two-day course is designed for individuals who will be using software for production of publications. In this course you will learn to create typeset quality publications. The course will cover: 1. The menu and tools; 2. Creating text and graphics; 3. Applying a style sheet; 4. Designing publications. **Note:** Skills learned in this program are also applicable to MAC users.

When: December 13-14, 1993 *BOS (TBA)* **Program** #140PGMF94
February 10-11, 1994 *BOS (TBA)* 240PGMS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Introduction to Windows or equivalent
Enrollment: 12
Fee: $265

Advanced PageMaker for Windows

This one-day course expands the participants' knowledge of PageMaker. Subjects to be covered include: style sheets, master pages, graphics, problem-solving, spacing, balance columns, and other special features. The participant will learn the skills necessary to improve and enhance the layout and design of their publications. **Note:** Skills learned in this program are also applicable to MAC users.

When: October 19, 1993 *BOS (TBA)* **Program** #140PGAF94
February 1, 1994 *BOS (TBA)* 240PGAS94
Time: 9:00 am - 4:00 pm
Pre-requisite: Experience with commands taught in Introduction to PageMaker
Enrollment: 12
Fee: $265

Program Notes

PARTICIPANT REGISTRATION FORM

Please use this form to enroll in programs you would like to attend. Send it to your Department Training Officer (DTO) listed on pp. 11-13 of this catalogue. You must have your supervisor's signature.

1

Program Information:

Title _____

Program # (from catalogue) _____

Program Date(s) _____ Fee _____

Location _____

2

Participant Information:

Name _____

Department _____ Secretariat _____

Work Address _____

City _____ Zip _____

Work Phone (_____) _____
area code

Job Title _____ Job Grade _____ Bargaining Unit _____

Management Level _____

Sex: Male Female **Race:** 1. White 2. Black 3. Hispanic 4. Asian/Pacific Islander

5. Native American 6. Other _____

Disabled: Yes No **Veteran:** Yes No

Special Needs (Specify) _____

Instructions

To enroll in HRD programs, send one participant registration form for each program you want to attend to your Department Training Officer (DTO).

DO NOT SEND TO HRD.

If selected to attend, your DTO will sign and return the form to you. The entire completed form must be presented for admission on the day of the course.

Notify your DTO immediately if you must cancel so a substitute can be sent. Program fees are not refundable.
Refer all registration questions to your DTO. For additional information, call HRD Registrar at 727-3777. The DTO listing begins on page 11 of this catalogue.

3

Signatures: (REQUIRED, OR FORM WILL BE RETURNED)

Participant _____

Supervisor _____

4

Department Training Officer Information: (For DTO use only)

Once you receive confirmation for this slot from the HRD Group, please provide the following information and return this entire form to the participant with instructions to present the form for admission to class.

This admission is to be charged to: (if no charge, provide just the three letter agency code for I.E. No.).

I.E. No. ___ ___ ___ - ___ ___ ___ ___ - ___ ___ ___ ___ ___ ___ ___

Signature _____ Phone _____

Status on Confirmation Report **Confirmed [ ]** **Wait List [ ]**

5

The HRD Group Information (For HRD use only)

Coordinator _____ Data Entry Date _____ Initials _____

*Registration Form valid only when all information is provided and signed by DTO

6

Cancellation Policy:

Under circumstances of extreme weather conditions: programs held in Boston, Agawam, and Barnstable will be cancelled when public high schools in the respective community cancel school.

Slots requested cannot be cancelled or substituted for other courses. Scheduled participants who cannot attend should notify their DTO so that a substitute can be arranged.

Participants must present this completed form for admission to the course.

Program Notes

Human Resource Development: An Investment in Your Future

Commonwealth of Massachusetts
Department of Personnel Administration
The Human Resource Development Group
One Ashburton Place, Room 312
Boston, MA 02108

We Work for Massachusetts' Greatest Resource...YOU.